The How's and Why's of Police-Community Relations and Diversity

Kurt O. Wilson, City Manager Eric Jones, Chief of Police City of Stockton



Who Are We?

Kurt Wilson, City Manager, Stockton, CA

- Joined the City of Stockton as Deputy City Manager in September 2012.
- In January 2014, was appointed as City Manager.
- Led Stockton through final stages of bankruptcy process including federal court's verdict confirming City's Plan of Adjustment followed by a successful Appellate defense.
- Is a Credentialed City Manager
- Has over two decades of public sector experience serving in both elected and senior staff capacities for four cities and two state agencies (as a Governor's appointee).
- Served as a Chief, External Affairs for California Department of Corrections and Rehabilitation. Later led organization with regulatory oversight of jails, police stations, juvenile facilities, and court lockups statewide.
- Served as Commissioner for Interstate Compact for Juveniles, Chaired labormanagement working group, distributed statewide grant funding, established training standards for correctional peace officers, and worked to address issues of racial disparity including Disproportionate Minority Contact.



Who Are We?

Eric Jones, Chief of Police, Stockton, CA

- Began his career with the Stockton Police Department in 1993, as a Police Officer.
- In September 2011, was promoted to Assistant Chief of Police.
- March 2012, appointed 49th Chief of Police.
- Among his many other accomplishments while with the Stockton Police Department, he:
 - Created the Stockton PD's first Community Response Teams, Police Foundation, and Community Advisory Board.
 - Authored the 2012 Violence Reduction Initiative for Stockton.
 - In 2015, Eric developed and led "Principled Policing" with the California State Department of Justice for statewide training, also leading to Stockton being one of only six sites for the *National Initiative for Building Community Trust and Justice*. His work was profiled in the *New York Times*, July 2016.



Why are we here?

In the wake of the current national dialogue about law enforcement, use historical context to explore underlying motivations and talk about the Stockton, California model, where the City (300,000+ population) has implemented a comprehensive strategy to reduce violent crime and increase public trust.

What will we accomplish? What can you glean from listening?

We'll share one social view of precipitating factors. We will evaluate what has worked and what has not. You will learn about Stockton's journey and transition from having historically high crime rates, to reaching prominence on the national scene for best practices.

We will discuss regional, state, and federal partnerships, officer tools and training, and the "Listening Tour" we created to engage residents in their own living rooms.

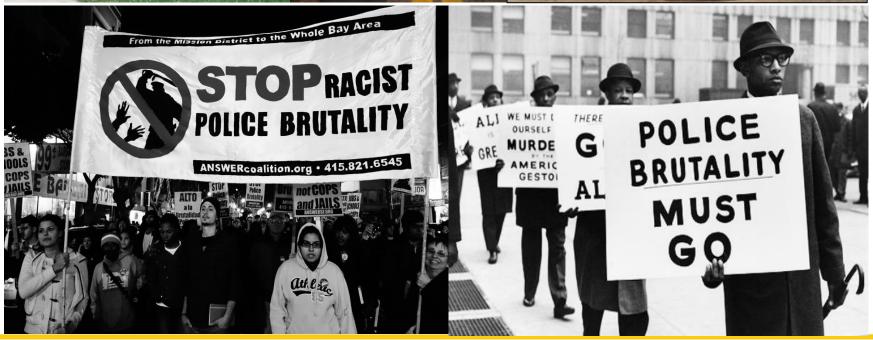


Question: How Did We Go From This?



To This?





Answer: Losing Trust and Confidence

- Judging self by best standard and others by worst.
- We each serve our communities because they allow us to do so.
- Trust and confidence commensurate with ability to effectively lead.
- Trust and confidence can be lost by what we do (or don't do).
- Can also lose it based on the actions of other people.







Our Experiences Inform Our Reality

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A Matter of Perspective

- Traditions Protect and Serve
- Officer and Family Sacrifice
- Well-Trained
- Instinct vs. Data
- Achieved Mandate to Reduce Crime
- Unappreciated
- Unfairly Judged by Actions of Others



A Matter of Perspective

- 1850's Abraham Lincoln, Supreme Court
- 1960's Civil Rights Movement
- 1980's Childhood Experiences
- 2016 Racism Still Exists
- Want to be judged on own actions



	POLICE	COMMUNITY	
B E S T	Protect and Serve Tradition Training Higher Standard Procedural Compliance Legal Validation ↑Enforcement = ↓ Crime Instincts vs. Data	Overcome Adversity Hard Working Law Abiding Family Oriented Upstanding Contributing to Society Ethical Good People	M O S T
W O R S T	Bad Actors Untruthful Excessive Force Corruption Dishonest Blue Wall of Silence Scandal	Bad Actors Untruthful Unlawful Behavior Embellish Truth	F E W



Video Cameras: New Spin on Old Problem

- Prevents 'He Said...She Said'
- Brought outrageous incidents to light
- Increased availability falsely implies increased incidents
- Heightens urgency of reforms
- Mistrust + Urgency = Anxiety and Outrage



STOCKTON, CA

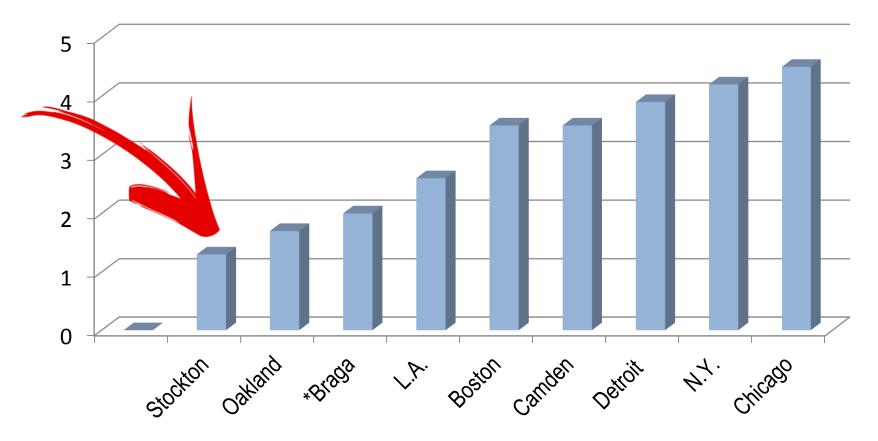
BACKGROUND

- Historic High Crime
- 2010 Staffing Cuts
- 2012 Bankruptcy Filing
- 2012 Peak of Violent Crime





Stockton Has Had Some of the Lowest Staffing of Larger Agencies in the Nation



Police Officer Ratio per One-Thousand Residents



Stockton Police as Call-Handlers vs. Problem-Solvers

 Some of which was out of necessity due to staffing and going "call to call."

Fewer Community Meetings were a result. Community frustrations

grew.

2009-2012





Controversy & Protests





A Shift in Thinking, A Shift in Focus





A Shift in the Way We Do Business

- Stockton focused on "Guns and Gangs" to address violent crime.
- Strategic Policing Plan
- New Model of Policing beyond just "Community Policing"
 - Smarter & More Strategic
 - (Technology, Data Driven & Use of Analytics)
 - Building Relationships & Principled Policing
 - (Ceasefire, & Police Legitimacy)



Policing Models

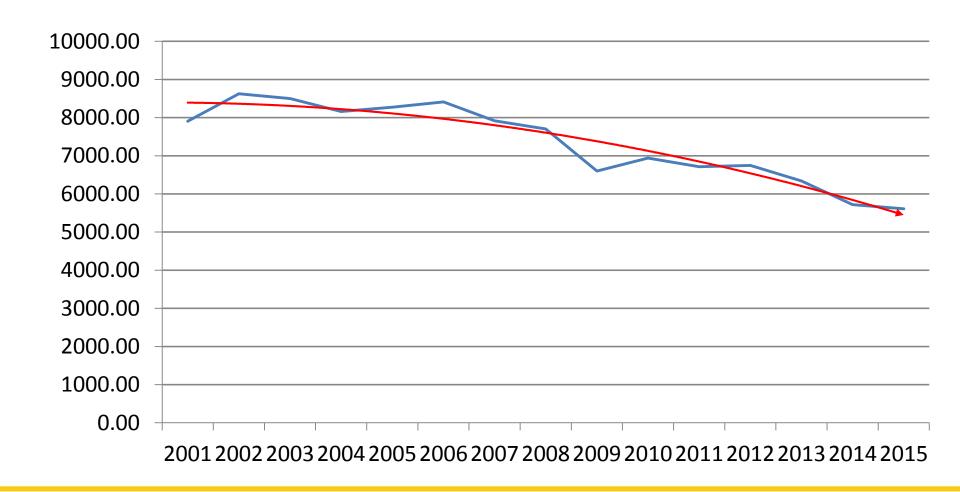
Contemporary research shows the shift <u>from</u>:

- Original Compstat model, Zero Tolerance and Stop-and-Frisk to:
- Strategic Violence Reduction Initiatives, evidence-based and community-based policing, and Procedural Justice and Police Legitimacy.

It is what we call at SPD: Smarter Policing & Relationship-Based: Principled Policing



2001 – 2015 UCR Part 1 Crime Rates





Marshall Plan

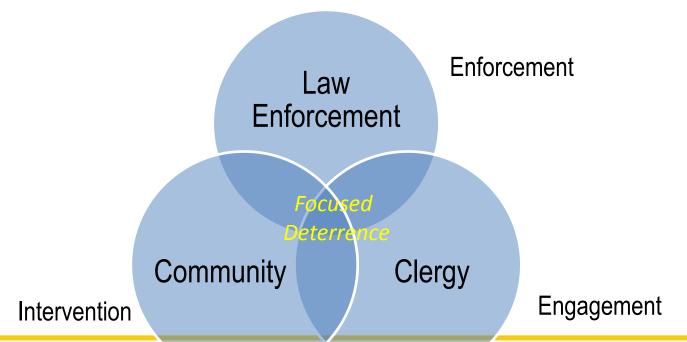
The Marshall Plan, one of the Strategic Initiatives adopted by Stockton City Council, was developed in January 2012 with the goal to cease violence and rebuild a sense of safety and community. The Marshall Plan Committee, comprised of members of the criminal justice system and community leaders, examined data related to Stockton's crime challenges and made recommendations resulting in the implementation of the following:

- Operation Ceasefire Partnership based violence reduction strategy
- Rebuilding of the Police Department by hiring additional 120 sworn Police Officer positions.
- <u>Creating the Office of Violence Prevention (OVP)</u> to focus on reducing and preventing youth violence.
- <u>Implementing Neighborhood Blitz Teams</u> a police blight reduction strategy with sustained follow up.



Ceasefire

- It is the most evidence-based & proven violence reduction strategy for group gun violence. It is focused deterrence with a coordinated effort with a single message to stop the gun violence.
- At-risk populations are strategically identified, communication is given, and services are provided to alter pathways, or face law enforcement repercussions if violence continues.





Office of Violence Prevention

- Institutionalizing Focused Deterrence City-wide
- Bringing together Community and Other Institutions
- Focus on Most At-Risk (Outreach Workers: Peacekeepers)
- Trauma-based Approach
- Addressing Youth and Root Causes





Break the Cycle











Proactive deterrence through education

Efforts
focused on
deterring
those
already
engaged in
the activity

Tactics to cease or suppress the activity

Investigating and arresting offenders

Prevention

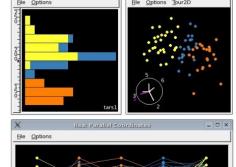
Intervention

Suppression

Interdiction

Academics & Researchers Working with the S.P.D.:

- California Partnership for Safe Communities (CPSC)
- John Jay College of Criminal Justice National Network for Safe Communities (Dr. David Kennedy)



- Stanford Univ. (Prof. Beatriz Magaloni of Program on Poverty and Governance)
 (Mathematics Department and Firearms Ballistics Data)
- Yale University Andrew Papachristo
- Police Legitimacy & Procedural Justice: Tracy Meares, Dr. Kennedy
- Stanford Univ. Implicit Bias Training: Dr. Eberhardt
- UCLA, Yale, John Jay College of Criminal Justice:
 - National Initiative on Building Community Trust & Justice



WHERE "SMARTER" POLICING AND PRINCIPLED POLICING MEET



We are rebuilding SPD to Reduce Violent Crime, Improve Police Trust, and Improve Service Delivery. Our Goal is to Reduce Violent Crime WHILE Improving Police Trust.

PRINCIPLED POLICING*



Accountability, Transparency
Training, Evaluation

Dialogue, Community Outreach

Relationship-based Policing, Problem-Solving



INTELLIGENCE-LED POLICING



Smarter Policing
Evidence-based Strategies
Innovative, Data-Driven, Technology
Real-Time-Policing

Better Service Delivery



Principled Policing

- Original Principles of the Law Enforcement Industry that represent the badge we wear.
- Sir Robert Peel, Peelian Principles (1829):
 - Police should prevent crime and disorder.
 - The power of police is dependent upon public approval of their existence, and their actions must maintain public trust.
 - Approval of the public secures their willing cooperation, which diminishes the need for physical force, and to use force only when other measures won't suffice.
 - To have impartial service of the law.
 - The Police are part of the Public, with interests in community welfare.

POLICE-COMMUNITY RELATIONS THROUGH *PRINCIPLED POLICING*



Principled Policing

- Community Oriented Service Delivery
 - Increased police officer presence in schools, parks, and neighborhoods to allow time for officers to get out of their patrol cars and engage in positive interactions.
- Operation Ceasefire
 - Partnership based violence reduction strategy
- Procedural Justice, Legitimacy & Implicit Bias Training
 - Four tenets: 1) giving others a voice, 2) neutrality in decision making, 3) respectful treatment, and 4) trustworthiness.
- Increased Transparency
 - Important to build trust in the community.
- Youth Outreach
 - Investing in youth helps with crime prevention.
 - Public Safety Academy

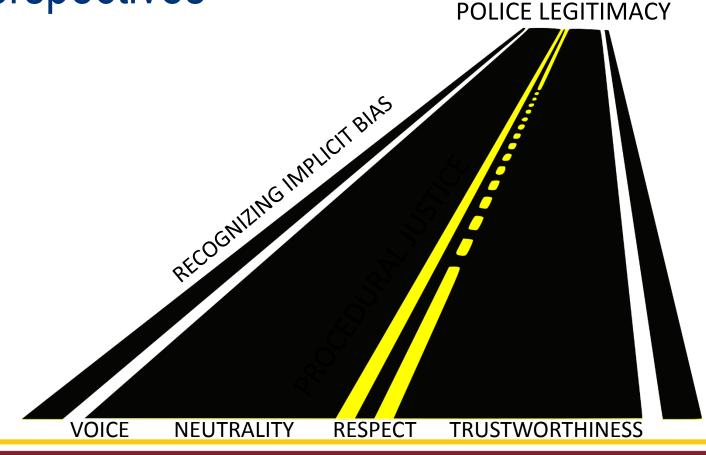


Principled Policing

- Community Outreach
 - Neighborhood Impact Team Protocol
 - Coffee with Police, Symposiums, Public Forums, and Meetings ensures everyone has a voice.
- Community Advisory Board
 - Meets with Chief monthly to discuss police-community relations.
- National Initiative for Building Community Trust & Justice
 - Goal is to build a nationwide model for furthering trust between law enforcement and the communities they serve.
- State Attorney General's Subcommittee on Procedural Justice
 - Working group to compile recommendations on the best trainings in the fields of implicit bias, procedural justice, and fair and impartial policing.
 - SPD leading statewide training.

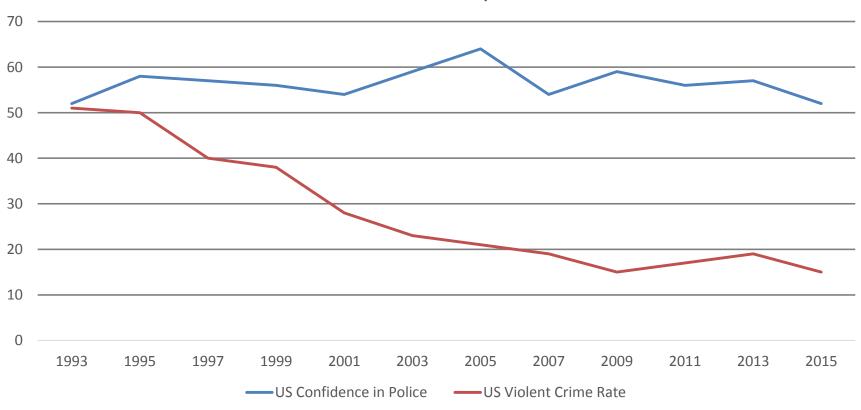


Procedural Justice, Police Legitimacy, Recognizing Implicit Bias & Historical Perspectives



Lowering Crime Does Not Translate into Confidence in Police

U.S. Confidence in Police Compared to Crime Rate







Four Layers of Public Input

- Public Forums
- Neighborhood-based Meetings
- Community Advisory Board "Courageous Conversations"
- "Use-of-Force Listening Tour" w/City Manager & Police Chief





State Attorney General, CA DOJ: 21st Century Policing Task Force

Training Subcommittee: Principled Policing





U.S. D.O.J.

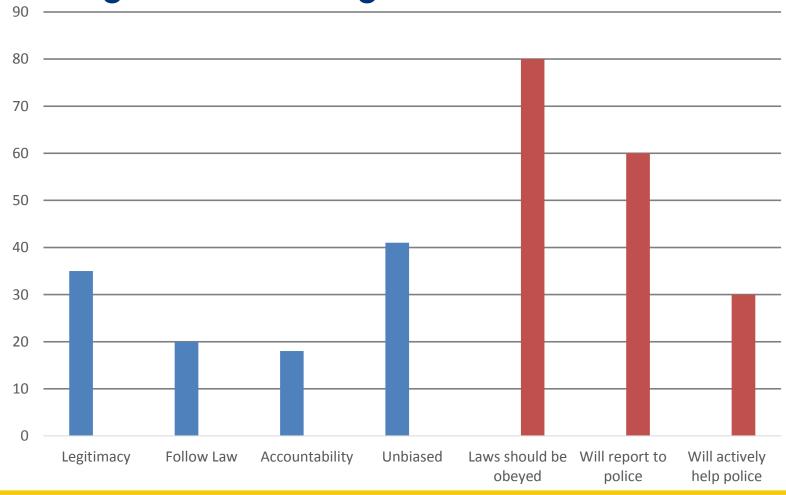
National Initiative on Building Community Trust and Justice

- Six Pilot Sites
- Research Based; Best Practices





N.I. Pilot Site Community Survey Results for High Crime Neighborhoods





Race Relations & Policing

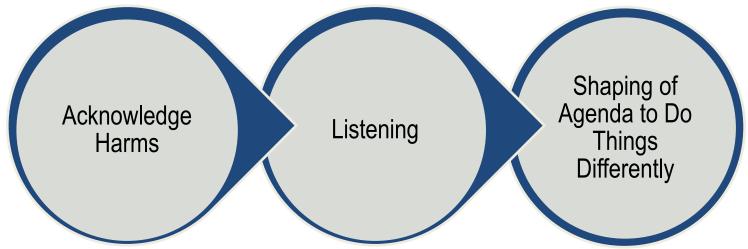


- The recognition that Policing has erred in the <u>past</u>.
 - Police have had a role in the long, legally racist history of slave and precivil-rights reform.
 - There has been some degree of racist and biased policing.
 - Police have played part of mass incarceration.
- There have been <u>recent</u> issues across the nation about police practices.
 - There has been outright illegal behavior or egregious behavior by a very small number of officers who do tremendous damage to the public trust.
- There are unintended consequences (minority men & criminal records) of often well-intentioned recent policing strategies (zero-tolerance, stop & frisk, etc.)

The community also has a role (such as speaking out against "stop snitching" norms), but it is essential that police "go first" in frank acknowledgement.



Reconciliation Process for Police

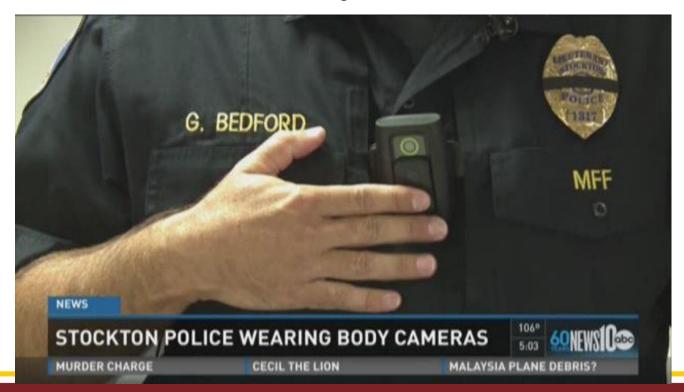


- A Recognition of Past Harms
- Sustained Listening to Members of the Public (constituencies & stakeholders)
- An Explicit Commitment to Changing Policing in Specific Ways with a Clear Normative Vision
- Fact-Finding (Community Sentiment, Perceptions, Historical Perspectives & Realities)
- Identification of Key Experiences & Narratives on Both Sides
- Specification of Concrete Changes in Policies & Practices of New Policing & New Relationships
- A Mechanism for Driving the Implementation of Those Changes



Transparency

- Open & Forthcoming Release of Information
- Body Camera Deployment
- Explanations of Personnel Investigations







Use of Force Incident Review and Investigation Process

Use of Force Incident Citizen Complaint

- Telephone
- On-Line
- In Person
- By Mail

Sergeant Response

- · Evaluates incident and force used
- Makes initial policy determination
- Completes a use of force database entry
- Considers body worn camera footage and evaluates compliance with BWC policy.
- Ensures use of force documented in reports and photographs
- Ensures medical care is provided

Watch Commander Responsibilities

- Use of force database review and approval
- Completes initial use of force policy review

No evidence or allegation of violation of Use of Force Policy

Evidence or allegation of violation of Use of Force Policy

Investigation reviewed by Roundtable Committee consisting of Deputy Chief and Captain of employee's Division and City Attorney who make recommendations to the Chief of Police

Completes Formal Investigation

- Reports and database review
- Citizen and officer witnesses
- Documentary evidence

Professional Standards Section



Investigation reviewed by Chief of Police who makes the

complaint determination and imposes discipline (training, written reprimand, suspension, or termination), if appropriate

Statistical Review

- Type of force used
- Injuries by suspect/officer

Use of Force Database

Quarterly use of force database review Includes statistical review and audit of random sample from use of force database

Outside Oversight

- Quarterly report of all complaints to City Council
- Annual report to Department of Justice on complaints and use of force incidents

Early Warning System

- Intervention counseling program for officers with lengthy complaint history.
- · Informal counseling to identify any potential issues leading to unusual number of use of force incidents

Quarterly Use of Force Audit

 Random sample of use of force incidents to ensure compliance through review of reports, use of force database, body worn camera, and other available

Use of Force Training Committee

Recruitment and Hiring



Police Recruitment

- We recognize the need for a qualified, diverse workforce that best reflects our community.
- An Ad-Hoc Council Committee was formed.
- A School to Police Pipe-line Program was developed.
- We are looking at our recruitment and hiring strategies.



Conclusion

- Public confidence in their police department is based less on crime reduction, and more on procedural justice (it is how they do their job).
- We realize that not only can trust in the police increase while reducing crime, but that we must increase trust during our crime reduction efforts.



Questions/Comments?

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